13 July 76

MEMORANDUM FOR: Management Advisory Group

25X1A   FROM   :

Logistics Planning Officer
Plans and Programs Staff, OL

SUBJECT   : Integration of the Information Processing and
                Maintenance Systems

1. Several factors have developed over the past few years that should cause the Agency to review its information processing and maintenance efforts. Increasing costs of space, equipment, and decreasing personnel positions, along with the obligation to economize wherever possible, dictate that we maximize the economic utilization of available assets. Operational and support efforts require the accurate, speedy, and economic preparation, processing, storage, and retrieval of information. Congressional inquiries and the Freedom of Information and Privacy Acts have added a new dimension to our information processing requirements and prompted one involved, high-level official to recently comment that, "our records stink." Next year, 1977, we will celebrate our 30th anniversary with a rich history documented by tons of files scattered throughout. It finds us in the midst of an information explosion, facing a serious challenge.

2. A cursory survey suggests that improvements could be realized in the following areas:

a. Registries

(1) There are 148 courier-mail delivery points in the Headquarters Building (Hqs). Registries, small and large, have been established over the years to serve the needs of a particular organizational division or subdivision; and, as a result, much duplication and waste have been built-in. It seems to make better economic sense if information processing centers (IPC) were located on a geographic basis vice organizational; i.e., it might be possible to have one registry servicing one-half of a floor in Hqs regardless of the office associations of the occupants of that area, thereby, eliminating many small registries. The large registries now in operation probably would not be affected and might be used as models. Efforts to consolidate should be directed at the many small, antiquated, green eye-shade operations.

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        (2) Consolidating registries into centralized,
modern IPC's should save on space, manpower, and
equipment. Security would be improved by less hand-
ling (containerization), fewer code-word centers,
fewer special clearances, uniform policy and pro-
cedures, and, hopefully, more professionalism.
Increased utilization of ADP, microapplications, and
automated equipment for the IPC would improve our
ability to store and retrieve information, a very
important goal to be realized.

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3.   In conjunction with the above changes, it is recom-
mended that the aforementioned IPC and pouch operations and the
Records Center be consolidated into a new office in the Office
of Logistics, along with the Mail and Courier Branch, and, possibly,
elements of the Freight Traffic Branch. In addition to realizing
an improved, more economical product, a career service for indi-
viduals now working in these areas could be developed. There
are far too many excellent employees with interests and expertise
in the information processing areas who find themselves with
little or no opportunity for advancement. The suggested consoli-
dation/integration would reduce the total number of employees in
the information processing field but should improve the grade
structures and opportunities. An employee could EOD as a courier,
file clerk, etc., and eventually become a records manager, IPC
supervisor, or traffic manager in any Directorate and always
remain and develop in the same career service.

4.   With the successful consolidation of the above offices,
the Agency should study the feasibility of additional integration
to include: all graphics shops; the Office of Geographic and
Cardiographic Research; Printing and Photography Division; Office
of Data Processing; Information Service Group; Central Reference
Service; Information and Privacy Staff; and the Information
Systems and Analysis Staff (ISAS). While this appears to be an
extremely ambitious project, it could be accomplished under com-
plete control, small steps at a time, over the next few years.

5.   I suggested earlier that these were cursory observations.
I would like to add that little of the above is original. Geo-
graphically oriented registries were proposed when the Hqs Building
was under design. ISAS personnel, including current members [   ]
[   ], are presently pondering the proposition.
In any event, it behooves us to reexamine the proposal in light
of today's diminishing resources and increasing requirements.

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10 August 1976

25X1A MEMORANDUM FOR: [   ] and Programs Staff/OL

25X1A FROM   : [   ] Chief, MPB

     SUBJECT : Integration of the Information
           Processing and Maintenance System

     REFERENCE : Your memo, same subject, to the Management
           Advisory Group, dated 13 July 1976.

  1. I appreciate the opportunity to comment on your proposal
to reorganize certain Records Management and related functions
in the Agency. You are certainly right, there is much dupli-
cation of effort and expense in the way we move and use our
records. Historically we have concentrated on maintenance and
disposition functions and have ignored creation, transmission,
and use.

  2. In today's world where printing uses computers and computers
output both paper and film, and where it is hard to draw the line
between duplication, reproduction and printing and electric
transmission and with the relatively new area of word processing
there is a need to rethink the way we deal with our records
problems. FOIA and the Privacy Act did not create our record
problems, they simply brought them into focus. I think we have
reached the point where we could justify an entire directorate
devoted to these problems. It seems. that a directorate for
information that would encompass Information Systems Analysis
Staff, Information Privacy Staff, History Staff, Information
Service Group/DDO, Printing and Photography Division, Office
of Data Processing and Central Reference Service would be
appropriate and effective. However, I am not naive enough to
think that this could be accomplished overnight if at all and
agree with your statement that if we take small steps at a time
over the next few years, we can certainly improve the organization
and operation that we have now.

  3. I will try to address some of the specific points that
you make in your paper. First of all, I agree that there are
too many Registries, run too many different ways with diversi-
fied responsibilities and I agree with your concept of combining
word processing centers, Registries and you could also add
convenience office copying into one operation. I also agree that
these registries or IPC's would be more effecient and cost
effective if they were located on a geographic basis rather than
organizational. However, this may not always be possible,

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due to necessary compartmentation, but at least they could be better located organizationally. The courier function is a good example of what can be done but also an example of how long it takes to get things done. The first survey recommending consolidation of Agency courier service was done in 1961 but little action was taken until another survey was done in 1975.

4. I am not very familiar with Agency pouch operations but I have for many years sympathized with the Agency couriers who were required to handle and move crates weighing several hundred pounds each. I don't think that combining the courier, pouch operations, records center and freight traffic into one office would solve the problems or even help the situation. It seems to me that the problem now is such because mail and freight are not separated and handled by the proper organization. What should be done is to clearly separate the responsibilities so that freight traffic handles freight and that couriers handle mail. I don't think the records center should be separated from the rest of the Agency Records Management functions. A better solution would be to transfer the Agency mail and pouch functions to Records Management. This organization could still realize most of the benefits you mentioned such as reduction of total number of employees and provide career opportunities for employees who start as couriers or file clerks in registries.
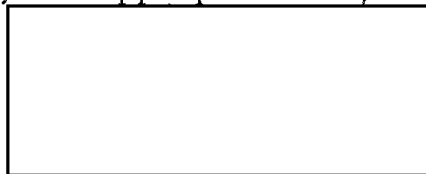
5. Since a new directorate as I suggested would probably be out of the question for the immediate future I think a reasonable goal would be to establish a larger and stronger Records Management Staff to establish policies and procedures for a total Records Management Program in accordance with the Federal Records Act of 1950 and Title 44 of the U. S. Code. A second goal that could be immediately pursued is to develop a career service for Records Managers, strengthen Records Management offices in each component and provide each component with a qualified, competent Records Management Officer. The Records Management Officers today have too many other duties and cannot concentrate on records management activities, in fact, records management activities normally get the lowest priority. In some components the Records Officer is the Budget Officer, Logistics Officer or the Chief of the Registry and spends little time on records management. In some they are Records Management Officers in name only and simply sign their names to certain forms required to retire records to the Records Center. This problem was never more evident than it is now. All Federal Agencies are required to update their Records Control Schedules by the end of this year and the Agency is hard pressed to meet this deadline because of lack of time and expertise of many of these part-time RMO's. Another reason for the difficulty in meeting this deadline is that most of the Records Control Schedules in the Agency are hopelessly out of date and must be completely rewritten. The Records Control Schedule is a vital tool in any Records Management Program and should always be current. Again, the reason for this

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deficiency is due to a small weak central staff, without enough
authority, trying to run an Agency wide decentralized program
thru part time, and in some instances unqualified RMO's. It
is no wonder then, that RMO's who cannot and do not keep their
basic documents current cannot develop or administer programs
in the more sophisticated areas of Records Management such as
word processing, machine readable records, records creation,
records transmission and efficient use and control of records.

6. I realize that in some small components there is not
enough work for a full time Records Officer, but let me explain
an idea that I have had for a long time that can overcome this
problem. In small components such as DDI offices there could be
one full time professional Records Management Officer assigned
the responsibility for several components - for example, the
Office of Economic Research, Office of Strategic Research and
Office of Political Research have like functions and could
support between them one full time Records Officer. This
Records Officer could report to the DDI Directorate Records
Officer. This same plan would work in other directorates.

7. I would be happy to discuss with you or the Management
Advisory Group, any of these ideas or other points about a
Records Management program as may be appropriate.

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